Attachment B – IT Objectives

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| **IT Objective 1:** |
| Meaningful information is readily accessible to HCFA's beneficiaries, partners, and stakeholders. |

| **Rationale:** |
| Achieving this objective is key to HCFA's ability to provide: |
| • beneficiaries, partners, and stakeholders with prompt access to meaningful information for decision-making purposes; and |
| • accessible information in order to realize other IT objectives (such as effectiveness and program integrity). |

| **Implications:** |
| To realize this objective, HCFA will: |
| • increase the breadth and quality of information delivery mechanisms; |
| • use a variety of information delivery formats in order to serve the diverse beneficiary population; |
| • increase the use of Internet technology; |
| • simplify user access at the user interface; |
| • consolidate the collection of and catalog information into distinct business subject areas; |
| • provide adequate resources for additional analysis of information and accessibility needs; |
| • include internal and external staff and agents among the definition of stakeholders; |
| • ensure appropriate security access to sensitive and personal information; |
| • consolidate data into a more comprehensive knowledge pool; and |
| • standardize the data and the information about the data across the enterprise. |

| **Link to Existing Business Objectives:** |
| Supports and enables all of HCFA's Business Objectives. |

IT Objective 2:

The security of those HCFA information assets that support business processes is ensured.

Rationale:

Achieving this objective is key to HCFA's ability to provide:
- adequate availability and protection of sensitive information against loss or corruption;
- adequate availability and protection of corporate assets against damage or unauthorized use; and
- adequate availability and protection of information covered by the Privacy Act.

Implications:

To realize this objective, HCFA will:
- strengthen security safeguards required by increased use of the internet;
- allocate additional resources for security;
- maintain current knowledge of hardware, software, and network security capabilities for potential applicability to our needs;
- explore avenues for influencing how the security industry evolves to meet our needs;
- classify appropriate levels of application program and data sensitivity and security access; and
- identify and define the roles and responsibilities of the data stewards.

Link to Existing Business Objectives:

PROGRAM ADMINISTRATION (PA - Category)
- Enhance program safeguards. (PA-2)
- Improve HCFA's management of information systems/technology. (PA-5)

IT Objective 3:

IT resources are carefully planned and deployed to maintain continuity of service.

Rationale:

Achieving this objective is key to HCFA's ability to provide:
- IT services and resources that meet and exceed customer expectations; and
- risk mitigation through prudent program and project management.

Implications:

To realize this objective, HCFA will:
- clearly identify the requirements for operational continuity in each of our business functions;
- carefully deploy and implement IT solutions (e.g., capacity management, resource allocation, backup/recovery, and disaster planning) that are consistent with our business requirements;
- incorporate requirements into procurements for outsourcing operations services;
- incorporate appropriate review criteria into the IT investment process;
- strengthen methodologies for the execution of system development life-cycle phases (e.g., testing and validation) during technology deployment; and
- require collaborative planning between technology providers and users for long-term and near-term IT investments.

Link to Existing Business Objectives:

PROGRAM ADMINISTRATION (PA - Category)
- Enhance program safeguards. (PA-2)
- Improve HCFA's management of information systems/technology. (PA-5)

IT Objective 4:

IT support to HCFA's business processes is efficient (efficiency is an internal measure of the cost of doing business).

Rationale:

Achieving this objective is key to HCFA's ability to provide:
- optimum allocation and use of resources;
- greater return on investment; and
- enhanced delivery of vital information.

Implications:

To realize this objective, HCFA will:
- adhere to standards and develop procedures for reuse of IT resources that increase interoperability and promote resource sharing; and
- weigh the trade-off between greater efficiency and the inherent value provided to the business.

Link to Existing Business Objectives:

CUSTOMER SERVICE (CS – Category)
- Improve beneficiary satisfaction with programs, services, and care. (CS-1)
- Ensure that programs and services respond to the health care needs of beneficiaries. (CS-5)

PROGRAM ADMINISTRATION (PA - Category)
- Maintain and improve HCFA's position as a prudent program administrator and an accountable steward of public funds. (PA-3)
- Improve HCFA's management of information systems/technology. (PA-5)

IT Objective 5:

IT resources are maneuverable (flexible and adaptable).

Rationale:

Achieving this objective is key to HCFA's ability to provide:
- solutions that enable quick adaptation to changing business needs; and
- flexibility for the reallocation of resources to critical processes.

Implications:

To realize this objective, HCFA will:
- develop and implement a coherent long-range plan and vision in order to improve operational efficiencies;
- build systems in modules and use standard interfaces to make applications more adaptable to changing requirements;
- consolidate and redesign information to allow users to navigate better across functional areas (e.g., Medicare and Medicaid);
- identify specific policies and standards to assimilate new information;
- implement mature project management processes for repeatability, improved quality, and reduction of life-cycle costs;
- evolve to a common hardware and software infrastructure that allows standard access to all system capabilities;
- adopt a standard method of selecting tools to support information management needs;
- develop a common approach for IT resource accounting across the enterprise; and
- implement a cohesive data administration program that ensures standardization of information about our data.

Link to Existing Business Objectives:

Supports and enables all of HCFA's Business Objectives.

IT Objective 6:

IT is effectively applied to HCFA's business needs (effectiveness is a measure of the value of IT to the business).

Rationale:

Achieving this objective is key to HCFA's ability to provide:
- timely, accurate, and complete information that supports effective decision-making and facilitates assessment of program and provider performance;
- resources for the timely deployment of program initiatives; and
- tools to enhance user productivity, thereby allowing better use of intellectual capital.

Implications:

To realize this objective, HCFA will:
- closely coordinate and integrate IT and program team efforts;
- implement a requirements determination process with the active participation of the business components;
- clearly define and implement business performance measures to evaluate IT support;
- continually re-evaluate solutions to business requirements in order to take advantage of available technologies; and
- redistribute resources, services, and functions to better serve our customers.

Link to Existing Business Objectives:

Supports and enables all of HCFA's Business Objectives.

IT Objective 7:

IT is effectively applied to support program integrity.

Rationale:

Achieving this objective is key to HCFA's ability to provide:
- proper and accurate payments of complex beneficiary claims transactions;
- appropriate payment to the correct provider at the proper time, rather than chasing after improper payments; and
- proactive identification of potentially improper or inaccurate claims.

Implications:

In order to realize this objective, HCFA will:
- invest in data mining and data warehousing capabilities that support data analysis requirements necessary to monitor program integrity;
- organize information and data so that it is accessible during prepayment fraud detection activities and is available to support analytical processes; and
- realign processes and applications to identify potentially improper or inaccurate payments.

Link to Existing Business Objectives:

PROGRAM ADMINISTRATION (PA - Category)
- Enhance program safeguards. (PA-2)
- Maintain and improve HCFA's position as a prudent program administrator and an accountable steward of public funds. (PA-3)
- Improve HCFA's management of information systems/technology. (PA-5)

| **IT Objective 8:** |
| IT core competencies of HCFA staff are targeted and strengthened. |

| **Rationale:** |
| Achieving this objective is key to HCFA's ability to provide: |

- expertise in current technologies in order to provide the most effective business solutions; and
- optimal use of Federal staff and contractors.

| **Implications:** |
| To realize this objective, HCFA will: |

- identify the set of core competencies needed to support HCFA's current and strategic business objectives (e.g., in the future, new core competencies in research, development, or technology may be required);
- concentrate IT training in the core competencies;
- allocate adequate Federal resources to support the core competency areas;
- consider outsourcing IT needs outside the core competency areas; and
- establish metrics for measurement and improvement.

| **Link to Existing Business Objectives:** |

CUSTOMER SERVICE (CS - Category)
- Increase the usefulness of communications with beneficiaries. (CS-3)
- Increase the usefulness of communications with constituents, partners, and stakeholders. (CS-4)

QUALITY (Q - Category)
- Improve health outcomes. (Q-1)
- Improve access to services for under served and vulnerable beneficiary populations. (Q-2)
- Protect beneficiaries from substandard care. (Q-3)

PROGRAM ADMINISTRATION (PA – Category)
- Build a high-quality, customer-focused team. (PA-1)
- Enhance program safeguards. (PA-2)
- Improve HCFA's management of information systems/technology. (PA-5)